



Interview Quick Guide

THE IMPACT: Use this guide to prepare for and conduct a consistent, compliant, and effective interview while ensuring all candidates are evaluated consistently.

THE GAME PLAN:

PREPARE FOR THE PHONE SCREEN

- Review Phone Interview Screening. There is one guide for all roles.
- Select a location in the store where there is good phone coverage and noise is minimized.

CONDUCT THE PHONE SCREEN

- Begin each phone screen by introducing yourself and allow the candidate to introduce themselves.
- Ask every candidate the same questions on the guide.

AFTER THE PHONE SCREEN

- Rate the candidate based on their answers in the overall evaluations table.
- Based on the combined ratings, decide the overall recommendation. If the candidate is moving to an interview:
 - Teammate & Team Captain: send the Interview Invitation from the candidate profile in [Phenom](#).
 - Assistant Coach & Head Coach: in [Phenom](#), select Assessment to issue the Predictive Index assessment. Based on the results of the assessment, Candidate is moved to Interview status or declined in Workday by Talent Acquisition.

PREPARING FOR THE INTERVIEW

- Review the role specific [Interview Guide](#), candidate application, and resume if applicable before the interview.
- Choose a distraction-free environment and, if conducting a virtual interview, verify your technology is working properly before beginning.
- Review the Legal Interview Questions reference below before beginning the interview.

TOPIC	ACCEPTABLE	UNACCEPTABLE
Disabilities	• Are you able to perform the essential functions of the job you are applying for?	• Do you have any disabilities? • When did you lose your eyesight/leg/hearing?
Age/Date of Birth	• Are you over the age of 18? • Are you legally eligible for employment in the United States.	• How old are you? • When did you graduate from high school?
Affiliations / Religion	• What professional or other organizations that you belong to do you consider relevant to your ability to perform this job? • Are you available to work on Saturdays and Sundays?	• What clubs or organizations do you belong to? • Do you go to church?
National Origin / Citizenship	• Are you authorized to work in the United States? • Will you now or in the future require sponsorship for employment visa status?	• Where were you/your parents born? • What is your native language? • Are you a US citizen? • What is your country of citizenship?
Race / Color / Origin / Sex / Gender / Addresses / Worker's Comp	• None	• All questions are illegal
Military Service	• What type of education or training did you receive while in the military? • In what branch of the armed services did you serve?	• What type of discharge did you receive?

TOPIC	ACCEPTABLE	UNACCEPTABLE
Marital / Family Status	• Would you be willing to relocate, if necessary? • Do you have responsibilities or commitments that would prevent you from meeting specified work schedules?	• Are you married or do you have a partner? • What are our childcare arrangements? • With whom do you live?
Personal	• Are you able to perform the essential functions of the job you are applying to?	• How tall are you? • How much do you weigh? • What is your mother's or father's name?
Reliability / Attendance	• What hours and days are you available to work?	• Do you own your own car?
Compensation	• What are your pay expectations?	• How much do you make?

CONDUCTING THE INTERVIEW

- Begin each interview by welcoming the candidate and setting clear expectations for the interview.
 - **Introductions:** Begin by introducing yourself, then allow the candidate to introduce themselves.
 - **Behavioral Questions:** Questions to understand the candidate's experiences and approach.
 - **Rally House:** Discuss the candidate's knowledge of Rally House and interest in the role.
 - **Candidate Questions:** Reserve time at the end for candidate questions.
- Ask every candidate the same behavioral questions and take objective notes throughout the interview.
- Use deep dive prompts to better understand the candidate's experiences.

Stay objective during the interview and watch for biases. Biases are unconscious assumptions or preferences that can influence your judgment. Use the reminders below to keep your evaluation focused on the candidate's competencies.

BIAS TYPE	WHAT IT LOOKS LIKE	HOW TO STAY OBJECTIVE
Affinity Bias	• You feel an instant connection because a candidate shares your interest or background.	• Focus on the candidate's demonstrated competencies, not personal similarities or shared experiences.
Halo Effect	• One positive quality shapes your entire impression of the candidate.	• Evaluate each competency independently. Don't let one strong response influence your overall evaluation.
Horns Effect	• One concern shapes the rest of your evaluation.	• Evaluate the entire interview before making your recommendation. Don't let one weak response outweigh the candidate's overall performance.
Confirmation Bias	• You start searching for information that supports the opinion you have already formed.	• Stay open-minded. Give every response equal consideration, even if it challenges your first impression.
Urgency Bias	• Staffing pressure makes one detail carry more weight than it should.	• Apply the same hiring standards to every candidate, regardless of staffing needs or hiring timelines.
Experience Bias	• You discount an example because it didn't come from a traditional job.	• Focus on the behaviors demonstrated, not where they came from. Strong examples can come from work, school, sports, or volunteer experience.
Extroversion Bias	• You assume a quieter communication style means weaker social skills.	• Evaluate the quality of the candidate's responses, not their communication style or personality.
Culture Fit Bias	• A candidate's personality or style from your team's and that difference alone gives you pause.	• Focus on demonstrated competencies and behaviors, not whether the candidate's personality or style feels similar to your team.

AFTER THE INTERVIEW

- Complete all competency ratings using the rating scale and document strengths, development opportunities, and overall comments.
- Review your interview notes before making a hiring recommendation and explain next steps to the candidate
- All notes should be uploaded to [Phenom](#) on the candidate's profile under Notes and physical paper copy torn and disposed of.